INDEX 1993

PERSONNEL MANAGEMENT Volume 25
PM PLUS Volume 4

Titles

Accelerated route to the top for graduates, An	Phil Hilton	July
Appraisal: an idea whose time has gone?	Clive Fletcher	Sept
Banking on a successful marriage	Barry Hine	April
From strife to smooth sailing	Jane Pickard	Dec
Benefit of a clash of opinions, The	Richard Pascale	Oct
Benefits of flexibility, The	Carol Woodley	April
Broader view of succession planning, A	Peter Wallum	Sept
Building a better workplace by design	Steve Crabb	Aug
Changing face of annual labour, The	Sue Hutchinson	April
Dealing with dishonesty: the best policy	Chris Hoad	Feb
Decentralising pay decisions: empowerment or abdication?	Helen Murlis and Vicky Wright	March
Delivering the goods on customer care	Michael Wellin	March
Does 'lean' necessarily equal 'mean'?	Martin Wibberley	July
Education in training, An	Anat Arkin	Dec
Exploding the myth of greenfield sites	Helen Newell	Jan
Finding the right venue for a training event	Anat Arkin	Aug
Forging a new breed of supervisor	Malcolm Ballin	April
Getting ready for a move to local bargaining	Ron Scott	Sept
Great escape from Whitehall, The	Graham Towl and Alison Gilbert	May
How I see the personnel function	Bill Cockburn	Nov
How ICL is taking new ideas on board	Jane Pickard	April
How incentives can drive teamworking	Jane Pickard	Sept
How managers can become developers	Alan Mumford	June
Imbibing a new way of learning	Brian Hurley and Ian Cunningham	March
IPM/ITD: the case for combination	Mike Carson et al	Dec
Is there still a future for the unions?	Sid Kessler	July
Kaizen – the art of continual improvement	Vivienne Walker	Aug
Leaner, fitter future for HR?, A	Ward Griffiths	Oct
Learning to change organisations	David Beard	Jan
Making acquisitions work by the book	Arnold Kransdorff	May
Managing healthily: how an NHS region is promoting change	Peter Carr and Liam Donaldson	Oct
Measuring and mimimising risks	Mike Heathcote and Jim King	Oct
Measuring management effectiveness	Helga Drummond	March
Measuring the gains from training	George Bickerstaffe	Nov
Minimising the stress of relocation	Anat Arkin	Nov
Mystery of the missing human resource manager, The	David Guest and Kim Hoque	June
New beat for HR in the police, A	Jane Goodsir	Dec
New institute for a changing profession, A	Geoff Armstrong	July
New university challenge for HR professionals, A	David Warner and Elaine Crosthwaite	Jan
One more step for the Civil Service	Susan Corby	Aug
Out to lunch: staff catering in the 1990s	Jill Evans	Feb
Outplacement and the run-up to redundancy	Jane Pickard	April
Personnel management in Europe	Chris Brewster and Ariane Hegewisch	Jan
Personnel management in Sweden	Magnus Söderström	June
Pioneering a new role for personnel	Mike Bett	Nov
Profile of a successful personnel manager	Graeme Buckingham and Gwen Elliot	Aug
'Prudent' approach to corporate renewal, A	Geoff Keeys	Oct
Real meaning of empowerment, The	Jane Pickard	Nov
Setting a new standard for union officials	Pauline Crofts	Sept
Short-circuiting old bargaining machinery	George Bishop and Rod Lewin	Feb
Steering the middle road to car production	Peter Wickens	June
Taking a snapshot of cultural change	Bob Lisney and Cliff Allen	Feb
Teaching the world to manage in perfect harmony	Paul Miller	Aug
Testing times for the world of psychometrics	Clive Fletcher	Dec
Training to play a lead role	Martyn Sloman	July
Waving or drowning in participation?	Mick Marchington, Adrian Wilkinson and Peter Ackers	March
When corporate need supersedes employee development	Helen Rainbird and Malcolm Maguire	Feb
When personnel calls in the auditors	Derek Burn and Leah Thompson	Jan
Why poaching is good practice	Tony Cann	Oct
Who is really taking the lead on quality?	Mick Marchington, Adrian Wilkinson and Barrie Dale	April
Will personnel people ever learn to love the computer?	Alan Arthurs and Nick Kinnie	June

KEY **Italics** – Months printed in italics refer to *PM Plus* features

C - Comment
C'file - Computerfile
Euro - Eurofile
G - Guestspot
HM - Health matters
IPM N - IPM news
LD - Legal decisions
M - Marketplace
N - News
RR - Recruitment report
TEx - Training extra
TM - Training Management

Authors

Ackers, Bill	Ethics in management training	*March*
Ackers, Peter	Waving or drowning in participation?	March
Aikin, Olga	Law at work	Feb-May, July-Nov
Allen, Cliff	Taking a snapshot of cultural change	Jan
Arkin, Anat	Education in training, An	Dec
	Finding the right venue for a training event	Aug
	Minimising the stress of relocation	Nov
Armstrong, Geoff	New institute for a changing profession, A	July
	Workfare: right question, wrong answer (C)	March
Arthurs, Alan	Will personnel people ever learn to love the computer?	June
Ballin, Malcolm	Forging a new breed of supervisor	April
Bassett, Philip	US study tour (N)	Sept
Beard, David	Learning to change organisations	Jan
Bett, Mike	Pioneering a new role for personnel	Nov
Bishop, George	Short-circuiting old bargaining machinery	Feb
Bickerstaffe, George	Measuring the gains from training	Nov
Brewster, Chris	Personnel management in Europe	Jan
Brown, Mike	Pensions column	March, June, Sept, Dec
Buckingham, Graeme	Profile of a successful personnel manager	Aug
Burn, Derek	When personnel calls in the auditors	Jan
Cann, Tony	Why poaching is good practice	Oct
Carley, Mark	Role of the social partners, The (Euro)	July
Carr, Peter	Managing healthily: how an NHS region is promoting change	Oct
Cassels, Sir John	Education and the workplace(C)	Nov
	Guestspot	*March*
Cockburn, Bill	How I see the personnel function	Nov
Corby Susan	One more step for the Civil Service	Aug
Crabb, Steve	Building a better workplace by design	Aug
Crofts, Pauline	Setting a new standard for union officials	Sept
Crosthwaite, Elaine	New university challenge for HR professionals, A	Jan
Cunningham, Ian	Imbibing a new way of learning	March
Dale, Barrie	Who is really taking the lead on quality?	April
Donaldson, Liam	Managing healthily: how an NHS region is promoting change	Oct

Drummond, Helga	Measuring management effectiveness	March
Elliot, Gwen	Profile of a successful personnel manager	Aug
Evans, Jill	Out to lunch: staff catering in the 1990s	Feb
Farnham, David	Student special	May
Farrance, Roger	Establishing standards of professional competence (C)	Oct
Fowler, Alan	A more humane approach to redundancy (C)	Jan
	How to...series	*Jan-Dec*
Fletcher, Clive	Appraisal: an idea whose time has gone	Sept
	Testing times for the world of psychometrics	Dec
Gilbert , Alison	Great escape from Whitehall, The	May
Goodsir, Jane	A new beat for HR in the police	Dec
Griffiths, Ward	Leaner, fitter future for HR?, A	Oct
	Local government prepares itself for surgery (C)	Feb
Guest, David	Mystery of the missing human resource manager	June
Handley, Keith	Case for legislation on age discrimination, The (C)	May
Heathcote, Mike	Measuring and minimising risks	Oct
Hegewisch, Ariane	Personnel management in Europe	Jan
Hilton, Phil	Accelerated route to the top for graduates, An	July
Hine, Barry	Banking on a successful marriage	April
Hoad, Chris	Dealing with dishonesty: the best policy	Feb
Hoque, Kim	Mystery of the missing human resource manager	June
Hurley, Brian	Imbibing a new way of learning	March
Hutchinson, Sue	Changing face of annual labour, The	April
Keeys, Geoff	'Prudent' approach to corporate renewal, A	Oct
Kessler, Sid	Is there still a future for the unions?	July
King, Jim	Measuring and minimising risks	Oct
Kinnie, Nick	Will personnel people ever learn to love the computer?	June
Knight, Tim	Local government's crisis of confidence (N)	April
Kransdorff, Arnold	Making acquisitions work by the book	May
Lewin, Rod	Short-circuiting old bargaining machinery	Feb
Lisney, Bob	Taking a snapshot of cultural change	Feb
Lowry, Sir Pat	Guestspot	*Feb, May, August, Nov*
Mackenzie Davey, D	Guestspot	*Jan, April, July, Oct*
Marchington, Mick	Waving or drowning in participation?	March
	Who is really taking the lead on quality?	April
	development	
Maguire, Malcolm	When corporate need supersedes employee development	Feb
Marshall, Richard	Clause too far in the employment bill?, A (C)	Aug
Mill, Cherry	Eurofile	March, Sept, Oct
Miller, Paul	Teaching the world to manage in perfect harmony	Aug
Monks, John	A sense of deja vu as the TUC reaches 125 (C)	June
Mumford, Alan	How managers can become developers	June
Murlis, Helen	Decentralising pay decisions: empowerment or abdication?	March
	Pay column	Feb, May, Aug, Nov
Newell, Helen	Exploding the myth of greenfield sites	Jan
Pascale, Richard	The benefit of a clash of opinions	Oct
Pickard, Jane	How ICL is taking new ideas on board	May
	How incentives can drive teamworking	Sept
	Outplacement and the run-up to redundancy	April
	Real meaning of empowerment, The	Nov
	From strife to smooth sailing	Dec
Rainbird, Helen	When corporate need supersedes employee development	Feb
Richards-Carpenter, Colin	CIP exhibition preview	June
	Computerfile	Jan-May, July-Sept, Nov, Dec
Rubenstein, Michael	Push for pay equity	Dec
Schofield, Philip	Improving the candidate job-match (RR)	Feb
Scott, Ron	Gettting ready for a move to local bargaining	Sep
Sieff, David	An invitation from the lead body (C)	March
	PM Plus column	*June-Dec*
Sigman, Aric	Health matters	*Jan-Dec*
Sloman, Martyn	Training to play a lead role	July
Söderström, Magnus	Personnel management in Sweden	June
Suter, Erich	Legal decisions	*Jan-Dec*
Thomas, David	Local government's crisis of confidence (N)	April
Thomas, Susan	Sheehy: a case of private good and public bad? (C)	Sept
Thompson, Leah	When personnel calls in the auditors	Jan
Towl, Graham	The great escape from Whitehall	May
Tyszkiewicz, Zygmunt	Welcome to the new Europe(Euro)	Jan
Walker, Vivienne	Kaizen – the art of continual improvement	Aug
Wallum, Peter	Broader view of sucession planning, A	Sept
Warner, David	New university challenge for HR professionals, A	Jan
Wellin, Michael	Delivering the goods on customer care	March
Wibberley, Martin	Does 'lean' necessarily equal 'mean'?	July
Wickens, Peter	Steering the middle road to car production	June
	Time for sharing strength and success?, A (C)	July
Wilkinson, Adrian	Waving or drowning in participation?	March
	Who is really taking the lead on quality?	April
Woodley, Carol	Benefits of flexibility, The	May
Wright, David	Danger of missing the target on training, The (C)	April
Wright, Vicky	Decentralising pay decisions: empowerment or abdication?	March

Subject classification

COMPUTERS IN PERSONNEL	
1993 CIP exhibition preview	June
Another year of growth (C'file)	May
Computers in personnel conference report	*July*
How a CPIS helps re-engineering (C'file)	Nov
Keeping a system safe and secure (C'file)	March
Line managers as end-users (C'file)	Feb
Loosening the purse strings (C'file)	Jan
Power of information, The (C'file)	Sept
Preparing for the next leap forward (C'file)	April
Transatlantic comparisons (C'file)	Aug
Will personnel people ever learn to love the computer?	June
Windows of opportunity (C'file)	July

EDUCATION/INDUSTRY LINKS	
Adding extras to compact schemes (TEx)	April
'Aim high' drive woos business (TEx)	May
Comparing notes on 'employability' (TM)	Sept
Education and the workplace (C)	Nov
Education in developing competencies, An	*Oct*
IBM takes TQM into schools (TM)	Aug
Interest grows in records scheme (TEx)	Feb
Matching skills to competencies (TEx)	March
New body to promote standards (TM)	Nov
Programme with designs on children (TM)	Oct
Science scheme targets infants (TEx)	Jan
Tempting truants back into classes (TEx)	June
Work skills come to the classroom (TM)	July

EMPLOYEE RELATIONS	
Burton decides to cut its cloth according to its changing environment (N)	March
Changing face of annual labour, The	April
Clause too far in the employment bill? A (C)	August
Does 'lean' necessarily equal 'mean'?	July
Driving out strikers (LD)	*March*
Exploding the myth of greenfield sites	Jan
Getting ready for a move to local bargaining	Sept
Is there still a future for the unions?	July
Key to staff commitment, The	*June*
Paying a price for union membership (LD)	*June*
Public sector unions team up for big time (N)	June
Real meaning of empowerment, The	Nov
Sense of deja vu as the TUC reaches 125, A (C)	June
Sense of perspective on strikes, A (G)	*May*
Setting a new standard for union officials	Sept
Short-circuiting old bargaining machinery	Feb
Steering the middle road to car production	June
Taking stock of the business	*Aug*
Toyota's Derby novices on the Kentucky track	*March*
TUC congress report	Oct
Waving or drowning in participation?	March
When employees answer back	*Sept*
Workforce who got sick of absenteeism, The	Dec

INDEX 1993

EQUAL OPPORTUNITIES

Case for legislation on age discrimination, The (C)	May
Childcare facilities(M)	*May*
Discriminating experiences (LD)	*July*
Equal pay comes home to roost (Law)	March
Friends of the family	*Jan*
Marshalling the evidence (LD)	*Sept*
Mother of all pay policies, The (Euro)	Sept
Positive course to empowerment, A (TEx)	June
Question of catholic tastes, A (LD)	*April*
Turer 2 – Maternity (Law)	Sept
Women's training (M)	*July*
Push for pay equity	Dec

EUROPE

European personnel management congress report	Aug
Exporting NVQs to the continent (TEx)	April
How much do you really know about Europe? (Euro)	March
Legacy of Maastricht, The (Euro)	Oct
Mother of all pay policies, The (Euro)	Sept
New commissioner sets his agenda (Euro)	June
Paying over the legal minimun	*Jan*
Personnel management in Europe	Jan
Personnel management in Sweden	June
Role of the social partners, The (Euro)	July
Training in the community (Euro)	Feb
Welcome to the new Europe (Euro)	Jan

FLEXIBLE WORKING

Benefits of flexibility, The	May
Changing face of annual labour, The	April
Each-way bet on evening opening, An	*Sept*
Flexible work comes of age	*Oct*
Short-circuiting old bargaining machinery	Feb
Steering the middle road to car production	June
Forging a new breed of supervisor	April

HEALTH, SAFETY AND WELFARE

Backs on the agenda (HM)	*Jan*
Bad atmosphere in the office (HM)	*March*
Business of assessing risk, The	*Jan*
Eating well to ward off cancer (HM)	*Jun*
Employee healthcare (M)	*April*
Filling the gap in dental care (HM)	*July*
Helping staff over their problems	*Feb*
Itching to solve the problem (HM)	*Feb*
Mad dogs and English people...(HM)	*Aug*
Measuring and minimising risks	Oct
Men and the art of cancer care (HM)	*May*
Noises off in the workplace (HM)	*April*
Out to lunch: staff catering in the 1990s	Feb
Post-modern power struggle (HM)	*Nov*
Testing the water on drug misuse (HM)	*Sept*
Working shifts on the 'red eye' (HM)	*Oct*
The common cold (HM)	*Dec*

INTERNATIONAL

Foreign office administration (TEx)	*March*
How to...provide language training	*April*
International HRM conference report (N)	May
Minimising the stress of relocation	Nov
Society for Human Resource Management conference report (N)	July
Transatlantic comparisons (C'file)	August
US study tour (N)	Sept
US view of future employment issues	*July*

LAW AT WORK

Clause too far in the employment bill? A (C)	Aug
Elementary deductions	Nov
Equal pay comes home to roost	March
Power to amend contracts, The	April
Protecting confidentiality	July
Redundant legislation	Feb
Transfers are getting stickier	May
Turer 1 – Employment contracts	Aug
Turer 2 – Maternity	Sept
Turer 3 – Curtain up on the final act?	Oct

LEGAL DECISIONS AND QUESTIONS OF LAW

Clean sweep in Eastbourne, A	*Oct*
Discriminating experiences	*July*
Driving out strikers	*March*
Inflammable material	*May*
Marshalling the evidence	*Sept*
Matter of reputation, A	*Feb*
Paying a price for union membership	*June*
Paying over the legal minimum	*Jan*
Right to buy, The	*Nov*
Question of catholic tastes, A	*April*
Tax returns to the courts	*Aug*

MANAGEMENT TRAINING AND DEVELOPMENT

Accelerated route to the top for graduates, An	July
Education in training, An	Dec
Ethics in management training	*March*
How ICL is taking new ideas on board	May
How managers can become developers	June
Imbibing a new way of learning	March
Innovation 'evangelists', The (secondment)	*Nov*
MBA graduates in the real world	*Aug*
Philosophy of effectiveness, The (TEx)	Sept
Positive course to empowerment, A (TEx)	June
Teaching the world to manage in perfect harmony	Aug

PAY AND CONDITIONS

Benefits of flexibility, The	May
Building a better workplace by design	August
Burton decides to cut its cloth according to its changing environment (N)	March
Case for targeted benefits, The (N)	March
Changing face of annual labour, The	April
Charitable view of PRP, A	*May*
Decentralising pay decisions: empowerment or abdication?	March
Each-way bet on evening opening, An	*Sept*
Equal pay comes home to roost (Law)	March
Final salary calculation, The (N)	June
How incentives can drive teamworking	Sept
How to...manage flexible benefits	*July*
...provide pensions	*Aug*
IPM compensation forum conference report (N)	*Feb*
Mother of all pay policies, The (Euro)	Sept
New approaches to pay management (N)	Feb
One more step for the civil service	Aug
Power of gainsharing, The	*Feb*
Rewarding managers for competence	*March*
Taking stock of the business	*Aug*

PERSONNEL MANAGEMENT – GENERAL

Creating in-house professionals (TEx)	May
Establishing standards of professional competence (C)	Oct
Following the NVQ route to personnel competence	*July*
Great escape from Whitehall, The	May
How I see the personnel function (Bill Cockburn)	Nov
How to...use quality management in personnel	*Oct*
IPM/ITD: the case for combination	Dec
Leaner, fitter future for HR?, A	Oct
Mystery of the missing human resource manager, The	June
New beat for HR in the police, A	Dec
New institute for a changing profession	July
New university challenge for HR professionals	Jan
Personnel management in Europe	Jan
Personnel management in Sweden	June
Personnel manager of the year award – details	June
– results	Nov
Pioneering a new role for personnel	Nov
Preparing for IPM exams (Student special)	May
Profile of a successful personnel manager	Aug
Time for sharing strength and success?, A (C)	July
When personnel calls in the auditors	Jan

PERSONNEL PRACTICES AND TECHNIQUES

Accreditation of prior learning (TM)	Sept
Appraisal: an idea whose time has gone?	Sept

INDEX 1993

Banking on a successful marriage April
Banking on communication *May*
Benefit of a clash of opinions, The Oct
Broader view of succession planning, A Sept
Communicating through the annual report *Nov*
Dealing with dishonesty: the best policy Feb
Delivering the goods on customer care March
Does 'lean' necessarily equal 'mean'? July
Each-way bet on evening opening, An *Sept*
Fighting crime is everyone's job *Oct*
Flexible work comes of age *Oct*
Formula for a learning organisation (TM) July
Framework for performance, A *July*
Handling proper suggestions on the shopfloor *April*
How incentives can drive teamworking Sept
How to...implement a customer care scheme *Jan*
...manage cultural change *Nov*
...manage flexible benefits *July*
...plan and use attitude surveys *June*
...prepare staff for retirement *Feb*
...relocate employees *March*
...use quality management in personnel *Oct*
...use references *May*
Is a change as good as a pay-off? *Oct*
Kaizen – the art of continual improvement Aug
Key to staff commitment, The *June*
Making acquisitions work by the book May
Matter of reputation, A (LD – on references) *Feb*
Measuring management effectiveness March
Measuring the gains from training Nov
Minimising the stress of relocation Nov
New culture in the showroom, A *June*
Out to lunch: staff catering in the 1990s Feb
Survival of the fittest? (Crisis management) *July*
Taking a snapshot of cultural change Feb
Who is really taking the lead on quality? April
Workforce who got sick of absenteeism, The *Nov*

PUBLIC SECTOR
Careful approach to selecting staff, A April
Charitable view of PRP, A *May*
Getting ready for a move to local bargaining Sept
Leaner, fitter future for HR?, A (at Kent County Council) Oct
Local government's crisis of confidence (N) April
Local government prepares itself for surgery (C) Feb
Managing healthily: how an NHS region is promoting change Oct
NAHSPO conference report *Oct*
New beat for HR in the police, A Dec
New university challenge for HR professionals Jan
Nursing along the learning organisation *June*
One more step for the civil service August
Public sector unions team up for big time(N) June
Rewarding managers for competence *March*
Sheehy: a case of private good and public bad? (C) Sept
Short-circuiting old bargaining machinery Feb
Taking a snapshot of cultural change (in local government) Feb
Unqualified success story, An (in the NHS) *Sept*
When personnel calls in the auditors Jan
When training is a charitable act (TEx) Jan

RECRUITMENT AND SELECTION
Accelerated route to the top for graduates, An July
Appraisal: an idea whose time has gone? Sept
Association of Graduate Recruiters conference report (RR) Aug
Careful approach to selecting staff, A April
Improving the candidate job-match (RR) Feb
Induction gets a shot in the arm *Aug*
IPM code on psychological testing (IPM N) *June*
Recruitment advertising awards May
Recruitment Forum conference report (N) *June*
Psychology in the workplace (M) *Jan*
Testing times for the world of psychometrics Dec

REDUNDANCY AND UNEMPLOYMENT
Is a change as good as a pay-off? *Oct*
More humane approach, A (C) Jan
Outplacement and the run-up to redundancy April
Paying over the legal minimum (LD) *Jan*
What is an 'acceptable' level of unemployment? (G) *Feb*
Workfare: right question, wrong answer (C) March

RESTRUCTURING
Banking on a successful marriage April
Decentralising pay decisions: empowerment or abdication? March
From strife to smooth sailing Dec
Great escape from Whitehall, The May
How I see the personnel function (Bill Cockburn) Nov
How to...manage cultural change *Nov*
Is a change as good as a pay-off? *Oct*
Leaner, fitter future for HR?, A Oct
Managing healthily: how an NHS region is promoting change Oct
New culture in the showroom, A *June*
One more step for the Civil Service August
'Prudent' approach to corporate renewal, A Oct
Short-circuiting old bargaining machinery Feb
Taking a snapshot of cultural change Feb

TRAINING AND DEVELOPMENT
Accreditation of prior learning (TM) Sept
Assessment on the sales floor (TEx) March
Creating in-house professionals (TEx) May
Danger of missing the target on training (C) April
Education in training, An *Dec*
Exporting NVQs to the continent (TEx) April
Finding the right venue for a training event Aug
Following the NVQ route to personnel competence *July*
Forging a new breed of supervisor April
Formula for a learning organisation (TM) July
How to...evaluate training *Sept*
...provide language training *April*
IPM/ITD: the case for combination Dec
Learning to change organisations Jan
Measuring the gains from training Nov
New institute for a changing profession July
New stage in improving performance, A (TM) Aug
Nursing along the learning organisation *June*
Road to development, The (TEx) Feb
Setting a new standard for union officials Sept
Switching on to core skills (TM) Nov
Time for sharing strength and success?, A (C) July
Training in the community (Euro) Feb
Training in the great outdoors (M) *Feb*
Training to play a lead role July
Unqualified success story, An (NVQs in the NHS) *Sept*
When corporate need supersedes employee development Feb
When personnel calls in the auditors Jan
Why poaching is good practice Oct
Women's training (M) *July*

People

Bahl, Kamlesh	Chair, Equal Opportunities Commission	*June*
Bridgeman, Helen	Personnel executive, London and Manchester Assurance	*Aug*
Burfutt, Ann	Personnel director, London Underground	June
Butler, Jim	Director of training and development, Post Office	April
Chandler, Stuart	General manager, HR and strategic development, National Westminster Bank	Jan
Flynn, Padraig	Commissioner for Social Affairs, EC	June
Goddard, Nigel	Employee relations executive, Bosch	*June*
Heron, Mike	Chair of Post Office and Chair of NCVQ	Dec
Hill, Bob	Director of personnel, Ford of Britain	March
Hobbs, Peter	Her Majesty's Inspector of Constabulary	*Oct*
Hougham, John	Chairman, ACAS	*Feb*
Jackson, Elmer III	Employment relations director, General Motors	*Nov*
Jackson, Stella	Head of management development, London Borough of Lewisham	*March*
Mayo, Andrew	Director of Human Resource Development, ICL	Oct
Milne, Anne	Personnel manager, Tyneside TEC	*July*
Monks, John	General secretary, Trades Union Congress	Sept
Ouseley, Herman	Chair, Commission for Racial Equality	Feb
Pert, Mike	Head of HR, Autoglass	*Sept*
Rennie, Ann	HR strategy director, Reed Executive	Nov
Tennant, Bob	General manager, group human resources, HSBC Holdings	May
Tyzack, Kate	Chairman, Association of Graduate Recruiters	July